

INDEX FOR 1998 Navy Leader Planning Guide

- CORE VALUES CHARTER
- NOTES FROM THE EDITOR ♦♦♦ USER INFORMATION
- 1998 MONTH BY MONTH CALENDAR
- FITREP/EVAL/COUNSELING PLANNING CALENDAR
- FY98 SELECTION BOARD SCHEDULE
(Subject to Change without Notice)
- NAVY LEADERSHIP CONTINUUM - UPDATE '98
- QUOTA CONTROL PHONE LISTING FOR
LEADERSHIP TRAINING COURSES
- ELEMENTS OF LEADERSHIP
- PERSONNEL ADMINISTRATION REFERENCE INDEX
- HOW DO I... ?
- MISCELLANEOUS INDEX
- ADDRESS/PHONE DIRECTORY
- THINGS TO DO
- FEEDBACK QUESTIONNAIRE

Department of the Navy

CORE VALUES CHARTER

As in our past, we are dedicated to the Core Values of Honor, Courage and Commitment to build the foundation of trust and leadership upon which our strength is based and victory is achieved. These principles on which the U.S. Navy and the U.S. Marine Corps were founded continue to guide us today. Every member of the Naval Service - active, reserve, and civilian, must understand and live by our Core Values. For more than two hundred years, members of the Naval Service have stood ready to protect our nation and our freedom. We are ready today to carry out any mission; deter conflict around the globe and, if called upon to fight, be victorious. We will be faithful to our Core Values of Honor, Courage and Commitment as our abiding duty and privilege.

“HONOR”

I am accountable for my professional and personal behavior. I will be mindful of the privilege I have to serve my fellow Americans.

I will:

- ❖ *Abide by an uncompromising code of integrity, taking full responsibility for my actions and keeping my word.*
- ❖ *Conduct myself in the highest ethical manner in relationships with seniors, peers and subordinates.*
- ❖ *Be honest and truthful in my dealings within and outside the Department of the Navy.*
- ❖ *Make honest recommendations to my seniors and peers and seek honest recommendations from junior personnel.*
- ❖ *Encourage new ideas and deliver bad news forthrightly.*
- ❖ *Fulfill my legal and ethical responsibilities in my public and personal life.*

“COURAGE”

Courage is the value that gives me the moral and mental strength to do what is right, with confidence and resolution, even in the face of temptation or adversity.

I will:

- ❖ *Have the courage to meet the demands of my profession:*
- ❖ *Make decisions and act in the best interest of the Department of the Navy and the nation, without regard to personal consequences.*
- ❖ *Overcome all challenges while adhering to the highest standards of personal conduct and decency.*
- ❖ *Be loyal to my nation by ensuring the resources entrusted to me are used in an honest, careful and efficient way.*

“COMMITMENT”

The day-to-day duty of every man and woman in the Department of the Navy is to join together as a team to improve the quality of our work, our people and ourselves.

I will:

- Foster respect up and down the chain of command.
- Care for the personal and spiritual well-being of my people.
- Show respect toward all people without regard to race, religion or gender.
- Always strive for positive change and personal improvement.
- Exhibit the highest degree of moral character, professional excellence, quality and competence in all that I do.

NOTES FROM THE EDITOR

I am proud to present our Navy Leader Planning Guide for 1998. Thanks to all of you who took the time to provide feedback via our 1997 questionnaire. I have read your suggestions and ideas, and have incorporated as many as possible.

I take this opportunity to express my appreciation to all of the dedicated users who help make the NLPG a useful tool for shipmates throughout the world.

Special thanks to LCDR Bertelson, RPCS Martin, YNC(SS) Schonauer, AK1 Hester, PNSA Castillo, and Cathi Neri for their assistance in gaining information for this year's edition.

The Editor

USER INFORMATION

The Navy Leader Planning Guide is intended for use by **all Navy Leaders**. It contains calendars, important dates, historical tidbits, references, and general information useful to Today's Navy Leaders.

A feedback questionnaire is part of the NLPG every year. Your comments and suggestions are requested by completing the form. When providing feedback to CNET via questionnaire, personal U.S. postage is NOT required. Official mail metering or official U.S. postage is authorized for mailing the questionnaire.

JANUARY 1998

DECEMBER 1997

S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

FEBRUARY 1998

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

	Sunday	Monday	Tuesday
		Reminder: EEAP applications are due 1 February.	
Evals/Fitresps/Counseling due: O-3 E-1/2/3 Midterm O-6 Act/TAR/Inac. Next Month: O-2	4/361 4	5/360 5	6/359 6
Due this month:	11/354 11	12/353 12	13/352 13
Says who..... "Learn to judge a person by the content of their character vice the color of their skin." (Dr. Martin Luther King, Jr.)	18/347 18	Dr. MARTIN LUTHER KING JR. DAY (Observed) 19/346 19	20/345 20
Historical Tidbits: ♦ 1 Jan 1978-The Navy returned to traditional bell bottom jumper uniform for E-1 through E-4. ♦ 8 Jan 1885-Petty Officers were divided into 1st, 2nd and 3rd class. ♦ 13 Jan 1967-GMCM Delbert D. Black was sworn in as senior enlisted advisor of the Navy. This billet is now Master Chief Petty Officer of the Navy (MCPON). ♦ 16 Jan 1991-Operation <i>Desert Storm</i> began	25/340 25	26/339 26	27/338 27

"Happy New Year!"

JANUARY 1998

Wednesday	Thursday	Friday	Saturday
<p>Did you know?... New Year's Day is the most widely celebrated holiday in the World.</p> <p>15 Jan 1979 - Religious Program Specialist rating anniversary</p>	<p>NEW YEAR'S DAY</p>		
	1/364	2/363	3/362
7/358	8/357	9/356	10/355
14/351	15/350	16/349	17/348
21/344	22/343	23/342	24/341
28/337	29/336	30/335	31/334

FEBRUARY 1998

<div data-bbox="147 205 388 233" style="background-color: #e0e0e0; padding: 2px;"> JANUARY 1998 </div> <div data-bbox="147 233 388 373" style="font-size: 8px; padding: 2px;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td></tr> <tr><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td></tr> <tr><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td></tr> <tr><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td></tr> <tr><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td></tr> </table> </div>	S	M	T	W	T	F	S					1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31	Sunday	Monday	Tuesday
S	M	T	W	T	F	S																																							
				1	2	3																																							
4	5	6	7	8	9	10																																							
11	12	13	14	15	16	17																																							
18	19	20	21	22	23	24																																							
25	26	27	28	29	30	31																																							
<div data-bbox="147 396 388 424" style="background-color: #e0e0e0; padding: 2px;"> MARCH 1998 </div> <div data-bbox="147 424 388 564" style="font-size: 8px; padding: 2px;"> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td>1</td><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td></tr> <tr><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td></tr> <tr><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td></tr> <tr><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td></tr> <tr><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td><td></td></tr> </table> </div>	S	M	T	W	T	F	S	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31					32/333 1	GROUND HOG DAY 33/332 2	34/331 3
S	M	T	W	T	F	S																																							
1	2	3	4	5	6	7																																							
8	9	10	11	12	13	14																																							
15	16	17	18	19	20	21																																							
22	23	24	25	26	27	28																																							
29	30	31																																											
Evals/Fitreps/Counseling due: O-2 Midterm O-5,O-1, O-5 (TAR) Next Month: W1/2/3/4 (active), O-1, O-2, W1/2/3/4 TAR/Inac. E-5	39/326 8	40/325 9	41/324 10																																										
Due this month: Enlisted Educational Advancement Program (EEAP) Applications ** Board in Early March TBD	46/319 15	PRESIDENT'S DAY (Observed) 47/318 16	48/317 17																																										
Says who..... "Strange as it sounds, great leaders gain authority by giving it away." (VADM Stockdale)	53/312 22	54/311 23	55/310 24																																										
Historical Tidbits: ♦ Feb 1841-The first regulations providing details for enlisted uniforms were issued. ♦ 19 Feb 1945-U.S. Marines landed on Iwo Jima. ♦ 27 Feb 1991-President Bush announced cease-fire effective 0800, 28 February (Iraqi time).		The Naval Supply Corps was founded on 23 February in 1795.																																											

BLACK HISTORY MONTH

FEBRUARY 1998

Wednesday	Thursday	Friday	Saturday
	NATIONAL PRAYER BREAKFAST		
35/330 4	36/329 5	37/328 6	38/327 7
			VALENTINE'S DAY ♥
42/323 11	43/322 12	44/321 13	45/320 14
49/316 18	50/315 19	51/314 20	52/313 21
ASH WEDNESDAY			
56/309 25	57/308 26	58/307 27	59/306 28
	<p>George Washington was the first President of the United States. He was born in Westmoreland County, VA in 1732. He died at Mount Vernon on 14 December of 1799.</p>	<p>Abraham Lincoln was our Nation's Sixteenth President and the first to be assassinated. He was born in Hardin County, KY in 1809.</p>	

MARCH 1998

WOMEN'S HISTORY MONTH

FEBRUARY 1998

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28

APRIL 1998

S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

	Sunday	Monday	Tuesday
	60/305 1	61/304 2	62/303 3
Evals/Fitreps/Counseling due: W1/2/3/4 (Active), O-1, O-2, W1/2/3/4 TAR/Inac. E-5 Midterm: O-5 Inac., O-4 TAR/Inac. E-4 E-7/8	67/298 8	68/297 9	69/296 10
Due this month:			♣ ST. PATRICK'S DAY
	74/291 15	75/290 16	76/289 17
Says who..... "Once they are convinced the command is intereted in their well-being, you can motivate American sailors to do almost anything." (Anonymous)	81/284 22	82/283 23	83/282 24
Historical Tidbits: ♦ 20 Mar 1922-The <i>Jupiter</i> , a former collier (coal-carrier), was recommissioned after conversion to the Navy's first carrier, the <i>Langley</i> (CV1). ♦ 24-25 Mar 1986-In response to terrorist attacks on civilians, a Sixth Fleet force engaged Libyan forces.	88/277 29	89/276 30	90/275 31

AMERICAN RED CROSS MONTH

MARCH 1998

Wednesday	Thursday	Friday	Saturday
63/302 4	64/301 5	65/300 6	66/299 7
70/295 11	71/294 12	72/293 13	73/292 14
77/288 18	78/287 19	79/286 Vernal Equinox 20	80/285 21
84/281 25	85/280 26	86/279 27	87/306 28
	<p>The Navy Medical Corps was founded on 3 March 1871.</p> <p>3Mar 1795 - The Naval Supply Corps was established.</p> <p>The Naval Security Group was established March 11, 1935.</p>	<p>The Navy "SEABEES" were founded on the 5th of March in 1942.</p> <p>2 Mar 1867 - The Civil Engineer Corps (CEC) was established.</p>	

APRIL 1998

MONTH OF THE MILITARY CHILD

MARCH 1998 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	Sunday	Monday	Tuesday
MAY 1998 S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30		28 APRIL through 1 MAY ----- Days of Remembrance of the Holocaust NATIONAL VOLUNTEER'S WEEK 19 - 25 APRIL	TAX RETURN TIME..... file before April 15th!
Evals/Fitresps/Counseling due: E-9 Midterm O-4 Act. O-3 TAR/Inac. E-1/2/3 Next month: O-1 Act.	† PALM SUNDAY Daylight Savings Time		
Due this month:	† EASTER SUNDAY		
Says who..... "Finally...remember the worst kind of poverty is not economic poverty, it is poverty of values." (General Colin Powell)	HOLY PASCHA (Orthodox)		
Historical Tidbits: ♦ 1 April 1893 - Chief Petty Officer birthday. ♦ 2 Apr 1827-Construction of the first naval hospital was begun in Portsmouth, Virginia. ♦ 6 Apr 1917-The United States entered World War I. ♦ 19 Apr 1989-A powder explosion in turret II of <i>Iowa</i> (BB 61) killed 47 crew members.		Islamic New Year	
	95/270 5	96/269 6	97/268 7
	102/263 12	103/262 13	104/261 14
	109/256 19	110/255 20	111/254 21
	116/249 26	117/248 27	118/247 28

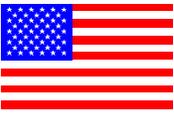
APRIL 1998

Wednesday	Thursday	Friday	Saturday
91/274 1	92/273 2	93/272 3	94/271 4
		GOOD FRIDAY	PASSOVER
98/267 8	99/266 9	100/265 10	101/264 11
105/260 15	106/259 16	107/258 17	108/257 18
112/253 22	113/252 23	114/251 24	115/250 25
119/246 29	120/245 30	<p>2 Apr 1948-Dental Technician rating was established. Happy 50th Birthday!!</p> <p>11 Apr 1900-Submarine Force birthday.</p>	<p>"Everyone is more or less the master of his own fate." (Aesop)</p>

MAY 1998

APRIL 1998						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

JUNE 1998						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

	Sunday	Monday	Tuesday
		28 APRIL through 1 MAY ----- Days of Remembrance of the Holocaust * * * * *	
		13 May 1908 - The Navy Nurse Corps was established.	
Evals/Fitreps/Counseling due: O-1 Act. Midterm O-2 Act., E-6 Next month: E4			CINCO DE MAYO
	123/242 3	124/241 4	125/240 5
Due this month:	MOTHER'S DAY ☸		
	130/235 10	131/234 11	132/233 12
Says who..... ““Wrong is wrong even if everyone agrees with it, and right is right even if everyone disagrees with it.” (Anonymous)			
	137/228 17	138/227 18	139/226 19
Historical Tidbits: ♦ 17 May 1987-The USS <i>Stark</i> (FFG 31) was fired upon by Iraqi aircraft missiles; 37 crew members were killed. ♦ 31 May 1919-Navy flying boat C-4, under Lieutenant Commander Albert C. Read, became the first aircraft to fly across the Atlantic Ocean.	144/221 24 PENTECOST ----- 151/214 31	MEMORIAL DAY (Observed Holiday) 	
		145/220 25	146/219 26

ASIAN-PACIFIC AMERICAN HERITAGE MONTH

MAY 1998

Wednesday	Thursday	Friday	Saturday
		121/244 1	122/243 2
	NATIONAL DAY OF PRAYER	MILITARY SPOUSE APPRECIATION DAY	
126/239 6	127/238 7	128/237 8	129/236 9
			ARMED FORCES DAY 
133/232 13	134/231 14	135/230 15	136/229 16
			Ascension Day
140/225 20	141/224 21	142/223 22	143/222 23
147/218 27	148/217 28	149/216 29	150/215 30

JUNE 1998

MAY 1998	Sunday	Monday	Tuesday																																																																																				
<p>MAY 1998</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> </table> <p>JULY 1998</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td>31</td><td></td></tr> </table>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			152/21	1 153/212 2
S	M	T	W	T	F	S																																																																																	
					1	2																																																																																	
3	4	5	6	7	8	9																																																																																	
10	11	12	13	14	15	16																																																																																	
17	18	19	20	21	22	23																																																																																	
24	25	26	27	28	29	30																																																																																	
S	M	T	W	T	F	S																																																																																	
			1	2	3	4																																																																																	
5	6	7	8	9	10	11																																																																																	
12	13	14	15	16	17	18																																																																																	
19	20	21	22	23	24	25																																																																																	
26	27	28	29	30	31																																																																																		
<p>Evals/Fitreps/Counseling due:</p> <p>E-4</p> <p>Midterm W1/2 Act., O-1/2 TAR/Inac., W1/2 TAR/Inac.</p>	158/207 7	159/206 8	160/205 9																																																																																				
<p>Due this month:</p>	<p>FLAG DAY</p> 	166/199 15	167/198 16																																																																																				
<p>Says who.....</p> <p>“The best military decision ever made will be worthless unless it can be transmitted - either in writing or in speech - rapidly, accurately, and succinctly, to the unit which is supposed to execute it.”</p> <p>(William B. Franke, former SECNAV)</p>	<p>FATHER'S DAY</p> <p>Summer Solstice</p>	173/192 22	174/191 23																																																																																				
<p>Historical Tidbits:</p> <ul style="list-style-type: none"> ◆ 4-6 Jun 1942-Battle of Midway. Four Japanese carriers were sunk and only one American was lost. ◆ 6 Jun 1944-The Allies invaded Normandy, the largest amphibious assault ever. ◆ 10 Jun 1862-The <i>Red Rover</i>, the Navy's first hospital ship, went into operation on the Mississippi River. ◆ 19-20 Jun 1944-In the Battle of Philippine Sea, also called the Marianas Turkey Shoot, naval aviators downed 426 Japanese aircraft. 	179/186 28	180/185 29	181/184 30																																																																																				

JUNE 1998

Wednesday	Thursday	Friday	Saturday
154/211 3	155/210 4	156/209 5	157/208 6
161/204 10	162/203 11	163/202 12	164/201 13
168/197 17	169/196 18	170/195 19	171/194 20
175/190 24	176/189 25	177/188 26	178/187 27
	The Judge Advocate General (JAG) General was founded 8 June 1880 .	On June 18, 1812 , the Navy Hospital Corps were founded.	“Time and water are the two most powerful solvents I know: one breaks up pride, the other, stones.” (Alexandre Dumas)

JULY 1998

JUNE 1998						
S	M	T	W	T	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

AUGUST 1998						
S	M	T	W	T	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

	Sunday	Monday	Tuesday
<p>The United States celebrates the 22nd anniversary of our Declaration of Independence on the 4th of July, the day it was approved Congress.</p> 			<p>Did you know?... On July 6, 1862, Congress established the ranks of rear admiral, commodore, lieutenant commander, master and ensign.</p>
<p>Evals/Fitresps/Counseling due:</p> <p>O-6, O-7, O-8 (All) E-1/2/3</p> <p>Midterm O-3 Act.</p> <p>Next month: O-5 Act., O-2 Act., O-5 TAR</p>	186/179 5	187/178 6	188/177 7
<p>Due this month:</p>	193/172 12	194/171 13	195/170 14
<p>Says who.....</p> <p>“You cannot manage it unless you can measure it.”</p> <p>(ADM William J. Flanagan, Jr.)</p>	200/165 19	201/164 20	202/163 21
<p>Historical Tidbits:</p> <ul style="list-style-type: none"> ◆ 2 Jul 1946-A jet aircraft operated from an aircraft carrier for the first time. ◆ 20 Jul 1969 -The lunar module <i>Eagle</i> (Apollo 11) landed on the moon,. Neil Armstrong was the first man to set foot on the moon. ◆ 31 Jul 1874-The <i>Intrepid</i>, first experimental Navy torpedo boat to carry self-propelled torpedoes, was commissioned.. 	207/158 26	208/157 27	209/156 28

Happy Independence Day!

JULY 1998

Wednesday	Thursday	Friday	Saturday
			INDEPENDENCE DAY 
182/183 1	183/182 2	184/181 3	185/180 4
189/176 8	190/175 9	191/174 10	192/172 11
196/169 15	197/168 16	198/167 17	199/166 18
203/162 22	204/161 23	205/160 24	206/159 25
			“ However far the stream flows, it never forgets its source.” (Yoruba Proverb)
210/155 29	211/154 30	212/153 31	

AUGUST 1998

JULY 1998						
S	M	T	W	T	F	S
			1	2	3	
5	6	7	8	9	10	
12	13	14	15	16	17	
19	20	21	22	23	24	
26	27	28	29	30		

SEPTEMBER 1998						
S	M	T	W	T	F	S
			1	2	3	4 5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

	Sunday	Monday	Tuesday
		<p>On August 4, 1947, the Navy Medical Service Corps was founded.</p> <p>On August 22, 1912, the Navy Dental Corps was founded.</p>	
<p>Evals/Fitreprs/Counseling due:</p> <p>O-5 Act., O-2 Act., O-5 TAR</p> <p>Midterm O-1 Act.</p> <p>Next month: W1/2 Act., O-5 Inac O-4 O-2 O-1 W1/2 TAR/Inac E-7/8</p>	214/151 2	215/150 3	216/149 4
Due this month:	221/144 9	222/143 10	223/142 11
<p>Says who.....</p> <p>“Positive reinforcement is the best motivator of professionals ... to miss a chance to give that reinforcement is inexcusable.”</p> <p>(RADM L. E. Angelo)</p>	228/137 16	229/136 17	230/135 18
<p>Historical Tidbits:</p> <ul style="list-style-type: none"> ♦ 3 Aug 1942 - Mildred McAfee was commissioned as the first woman naval (line) officer. ♦ 6 Aug 1945-The first atomic bomb was detonated over Hiroshima. ♦ 14 Aug 1945-V-J Day. The end of World War II. ♦ 21 Aug 1920-The first radio message heard around the world was broadcast from a Navy radio station near Bordeaux, France. 	<p>235/130</p> <p>23</p> <p>242/123</p> <p>30</p>	<p>236/129</p> <p>24</p> <p>243/122</p> <p>31</p>	<p>237/128</p> <p>25</p>

AUGUST 1998

Wednesday	Thursday	Friday	Saturday
			213/152 1
217/148 5	218/147 6	219/146 7	220/145 8
224/141 12	225/140 13	226/139 14	227/138 15
231/134 19	232/133 20	233/132 21	234/131 22
238/127 26	239/126 27	240/125 28	241/124 29

SEPTEMBER 1998

AUGUST 1998	Sunday	Monday	Tuesday																																																	
<table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31							<p>POW/MIA WEEK 20-26 SEP... a time for special recognition.</p> <p>Reminder: BOOST applications are due 1 October.</p>	<p>244/121</p> <p>1</p>
S	M	T	W	T	F	S																																														
						1																																														
2	3	4	5	6	7	8																																														
9	10	11	12	13	14	15																																														
16	17	18	19	20	21	22																																														
23	24	25	26	27	28	29																																														
30	31																																																			
<table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> <tr><td>2</td><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td></tr> <tr><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td></tr> <tr><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td></tr> <tr><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td></tr> <tr><td>30</td><td>31</td><td></td><td></td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S							1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31						<p>Evals/Fitreps/Counseling due:</p> <p>W1/2 Act., O-5 Inac O-4 O-2 O-1 W1/2 TAR/Inac E-7/8 Midterm W-3/4 Act/TAR/Inac. E-4, E-5</p> <p>Next month: O-4 Act, O-3 TAR/Inac.</p>	<p>LABOR DAY</p>	<p>249/116</p> <p>6</p> <p>250/115</p> <p>7</p> <p>251/114</p> <p>8</p>
S	M	T	W	T	F	S																																														
						1																																														
2	3	4	5	6	7	8																																														
9	10	11	12	13	14	15																																														
16	17	18	19	20	21	22																																														
23	24	25	26	27	28	29																																														
30	31																																																			
<p>Due this month:</p>	<p>256/109</p> <p>13</p>	<p>Ombudsman Appreciation Day</p> <p>257/108</p> <p>14</p>	<p>258/107</p> <p>15</p>																																																	
<p>Says who.....</p> <p>“Wars may be fought with weapons, but they are won by men. It is the spirit of the men who follow, and of the man who leads, that gains the victory.”</p> <p>(General George S. Patton Jr.)</p>	<p>Autumnal Equinox</p> <p>263/102</p> <p>20</p>	<p>264/101</p> <p>21</p>	<p>263/100</p> <p>22</p>																																																	
<p>Historical Tidbits:</p> <ul style="list-style-type: none"> ◆ 2 Sep 1945-Japan formally surrendered on board the <i>Missouri</i> (BB 63). ◆ 9 Sep 1961-The <i>Long Beach</i> (CGN 9), the world's first nuclear-powered surface warship, was commissioned. ◆ 11 Sep 1872 --- James Henry Conyers became the first black to enter the Naval Academy. ◆ 30 Sep 1968-The <i>New Jersey</i> fired her first mission off Vietnam, the first battleship combat firing since the Korean War. 	<p>270/95</p> <p>27</p>	<p>271/94</p> <p>27</p>	<p>272/93</p> <p>29</p>																																																	

15 SEP-15 OCT NATIONAL HISPANIC HERITAGE MONTH

SEPTEMBER 1998

Wednesday	Thursday	Friday	Saturday
245/120 2	246/119 3	247/118 4	248/117 5
252/113 9	253/112 10	254/111 11	255/110 12
259/106 16	260/105 17	261/104 18	262/103 19
266/99 23	267/98 24	268/97 25	269/96 26
YOM KIPPUR			
273/92 30			

OCTOBER 1998

“Happy Birthday U.S. Navy!”

SEPTEMBER 1998

S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

NOVEMBER 1998

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

Sunday	Monday	Tuesday
15 SEP-15 OCT NATIONAL HISPANIC HERITAGE MONTH	Fiscal Year (FY-99) begins on 1 October.	Reminder: ECP and AECP applications are due 1 November.

Evals/Fitreps/Counseling due:

O-4 Act.
O-3 TAR/Inac.

Midterm E-9, E-1/2/3

Next Month:
O-1
E-6

277/88	4	278/87	5	279/86	6
--------	---	--------	---	--------	---

Due this month:

1 Oct - BOOST Applications

	COLUMBUS DAY	NAVY BIRTHDAY			
284/81	11	285/80	12	286/79	13

Says who.....

“One of the first signs of a truly strong leader is that he is comfortable delegating authority.”

(ADM Thomas B. Hayward)

291/74	18	292/73	19	293/72	20
--------	----	--------	----	--------	----

Historical Tidbits:

♦ **October 1911**-The Navy received its first aircraft. One of which was built by the Wright Brothers.
♦ **10 Oct 1845**-The U.S. Naval Academy was established in Annapolis, Maryland.
♦ **13 Oct 1775**-U.S. Navy birthday
♦ **17 Oct 1781**-General Cornwallis surrendered at Yorktown, thus ending the Revolutionary War.
♦ **23 Oct 1983** --243 U.S. Marine, sailors and soldiers were killed in a terrorist bomb blast in Beirut International airport.

Daylight Savings Time					
298/67	25	299/66	26	300/65	27

“Happy Halloween”

OCTOBER 1998

Wednesday	Thursday	Friday	Saturday
Did you know?.... Halloween is derived from “All Hallows Eve”, the evening before all Saints Day. 13 October 1775 - Birthdate of the U.S. Navy. 6 October 1845: U.S. Naval Academy was founded.			
	274/91	1 275/90	2 276/89
280/85	7 281/84	8 282/83	9 283/82
287/78	14 288/77	15 289/76	16 290/75
294/71	21 295/70	22 296/69	23 297/68
			HALLOWEEN
301/64	28 302/63	29 303/62	30 304/61
			31

NOVEMBER 1998

“Happy Thanksgiving!”

NATIVE AMERICAN

OCTOBER 1998

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

DECEMBER 1998

S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

	Sunday	Monday	Tuesday
	305/60 1	306/59 2	307/58 ELECTION DAY 3
Evals/Fitreps/Counseling due: O-1 E-6 Midterm O-2 Act. Next Month: E-4	Navy Sabbath		U.S. MARINE CORPS BIRTHDAY (1775)
	312/53 8	313/52 9	314/51 10
Due this month: ECP/AECP Application 1 Nov. Reminder: NROTC applications due 1 December			
	319/46 15	320/45 16	321/44 17
Says who..... “The best form of “Welfare” for the troops is first-class training, for this saves unnecessary casualties.” (Field Marshal Erwin Rommel)			
	326/39 22	327/38 23	328/37 24
Historical Tidbits: ♦ 2 Nov 1943-At Empress Augusta Bay, U.S. Navy forces defeated a Japanese attack. ♦ 9 Nov 1950-First dogfight involving a Navy jet and an enemy jet. ♦ 16 Nov 1776-The U.S. flag was saluted for the first time by the Dutch governor of St. Eustatius Island in the West Indies.	First Sunday of Advent		
	333/32 29	334/31 30	

HERITAGE MONTH Salute to Veterans, 11 November **NOVEMBER 1998**

Wednesday	Thursday	Friday	Saturday
308/57 4	309/56 5	310/55 6	311/54 7
VETERAN'S DAY			
315/50 11	316/49 12	317/48 13	318/47 14
322/43 18	323/42 19	324/41 20	325/40 21
	THANKSGIVING DAY		
329/36 25	330/35 26	331/34 27	332/33 28
<p>The Great American Smokeout is this month ... sponsor a friend 😊 to quit for a day!</p>	<p><i>Armistice Day</i> was established in 1926 to commemorate the end of World War I. In 1954, the name changed to <i>Veteran's Day</i> in honor of all men and women of the Armed Services.</p>	<p>NATIONAL MILITARY FAMILY APPRECIATION WEEK 22- 29NOVEMBER</p> <p>Navy Chaplain Corps was founded November 28, 1775.</p>	

DECEMBER 1998

NOVEMBER 1998

S	M	T	W	T	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JANUARY 1999

S	M	T	W	T	F	S
				1	2	
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

	Sunday	Monday	Tuesday
	<i>REMEMBER</i> <i>PEARL HARBOR</i> <i>7 DECEMBER 1941</i>	ARMY - NAVY GAME 5 DECEMBER GO NAVY!	 335/30 1
Evals/Fitresps/Counseling due: E-4 Midterm W-1/2 Act/TAR/Inac. O-1/O-2 TAR/Inac. Next month: O-3, E-1/2/3	 340/25 6	 341/24 <small>PEARL HARBOR DAY</small> 7	 342/23 8
Due this month: NROTC Applications	 347/18 13	 348/17 Hanukkah 14	 349/16 15
Says who..... "Take calculated risks. That is quite different from being rash." (General George S. Patton Jr.)	 354/11 20	 355/10 Winter Solstice 21	 356/9 22
Historical Tidbits: ♦ 3 Dec 1775-The first man-of-war of the Continental Navy, the <i>Alfred</i> , was commissioned at Philadelphia. Her "first lieutenant (XO) was Lieutenant John Paul Jones. ♦ 7 Dec 1941-Japanese attacked Pearl Harbor, killing 2,008 Navymen. ♦ 14 Dec 1944-The five-star rank of fleet admiral was created. ♦ 21 Dec 1861-The Medal of Honor was authorized by Congress.	 361/4 27	 362/3 28	 363/2 29

"Happy Holidays to all!"

DECEMBER 1998

Wednesday	Thursday	Friday	Saturday
			ARMY-NAVY GAME
336/29 2	337/28 3	338/27 4	339/26 5
343/22 9	344/21 9	345/20 10	346/19 12
350/15 16	351/14 17	352/13 18	353/12 19
		CHRISTMAS DAY	First day of KWANZAA
357/8 23	358/7 24	359/6 25	360/5 26
364/1 30	365/00 31	WELCOME 1999!	

FITREP/EVAL/COUNSELING PLANNING CALENDAR

(FITREP/EVAL ending dates are the last day of the month for officers and the 15th of the month for enlisted.)

	PERIODIC FITREP/EVAL			MID-TERM COUNSELING		
	Officers	Officers	Enlisted	Officers	Officers	Enlisted
	(Active)	(TAR/Inac.)	(All)	(Active)	(TAR/Inac.)	(All)
January	O3		E3/2/1	O6	O6	
February	O2			O5,O1	O5(TAR)	
March	W4,W3 W2,W1	O2,O1,W4, W3,W2,W1	E5		O5(INAC), O4	E8,E7,E4
April			E9	O4	O3	E3/2/1
May	O1			O2		E6
June			E4	W2,W1	O2,O1 W2,W1	
July	O8,O7,O6	O8,O7,O6	E3/2/1	O3		
August	O5,O2	O5(TAR)		O1		
September	W2,W1	O5(INAC), O4,O2,O1, W2,W1	E8,E7	W4,W3	W4,W3	E5,E4
October	O4	O3				E9,E3/2/1
November	O1		E6	O2		
December			E4	W2,W1	O2,O1, W2,W1	

A periodic report may be omitted if the member has received an Observed Regular report within the past 3 months. The omitted period is then included in the next Regular report. Otherwise, the Periodic report must be submitted on the due date, but may then be extended by letter for up to 3 months in place of a Promotion/Frocking of Detachment report. Mid-term counseling should normally be performed in the month scheduled, and may not be omitted or unduly delayed, but may be performed in an earlier or later month if necessary or more appropriate to the needs of the member.

FY 98 BOARD SCHEDULE

*** DATES ARE SUBJECT TO CHANGE WITHOUT NOTICE

PLEASE verify correct dates by calling
Selection Board Support Office (PERS 321)
DSN 224-3105, Comm (703) 614-3105

<u>MONTH</u>	<u>DD</u>	<u>-</u>	<u>DD</u>	<u>NAME OF BOARD</u>
JANUARY	12		16	NC DUINS
JANUARY	12		23	ACTIVE O-6 LINE
JANUARY	12		23	RESERVE O-6 LINE
JANUARY	20		21	CWO CONTINUATION
JANUARY	20		6 FEB	CWO/LDO INSERVICE PROCUREMENT
JANUARY	26		4 FEB	SURFACE COMMANDER COMMAND
JANUARY	26		30	TAR TRANS/REDESIGNATION-AUTOSCREEN
FEBRUARY	2		6	RESERVE E-8/9 SPECIAL
FEBRUARY	5		6	SURFACE COMMANDER COMMAND STATE
FEBRUARY	9		11	EXECUTIVE TRAINING PROGRAM
FEBRUARY	9		13	RESERVE O-7 LINE
FEBRUARY	9		13	ACTIVE O-7 LINE
FEBRUARY	17		20	PHD PROGRAM
FEBRUARY	17		18	NAVAIR MAJ ACQ CMD STATE (O-6)
FEBRUARY	17		20	CHC PG SCREEN
FEBRUARY	17		20	CEC O-6 COMMAND SCREEN
FEBRUARY	18		19	APC #1
FEBRUARY	19		20	ACTIVE LT JAGC/CHC
FEBRUARY	23		27	ACTIVE O-6 STAFF
FEBRUARY	23		27	RESERVE LDO/CWO INSERVICE PROCUREMENT
MARCH	2		6	SUB MAJOR COMMAND SCREEN
MARCH	2		6	RESERVE O-5/6 STAFF
MARCH	4		6	LAW EDUCATION PROGRAM
MARCH	9		27	ACTIVE O-5 LINE
MARCH	9		13	ACTIVE O-5 STAFF
MARCH	16		3 APR	RESERVE E-8/9
MARCH	23		27	JAG TAP 9803
MARCH	25		27	RESERVE E-7 SPECIAL
MARCH	30		3 APR	FLEET SUPPORT XO SCREEN
MARCH	30		3 APR	MSC INSERVICE PROCUREMENT
MARCH	30		3 APR	SURFACE O-4 CO/XO
APRIL	6		24	ACTIVE O-4 LINE
APRIL	6		17	ACTIVE O-4 STAFF
APRIL	13		22	ACTIVE E-8/9
APRIL	13		24	TRANSFER/REDESIGNATION #2
APRIL	22		24	JOINT SPECIALTY OFFICER #2
APRIL	27		1 MAY	CEC O-5 COMMAND SCREEN
APRIL	27		1 MAY	RESERVE O-4 MC
MAY	4		8	SURF DEPARTMENT HEAD SCREEN
MAY	6		8	LDO CONTINUATION
MAY	11		15	SUBMARINE CO/XO
MAY	11		22	RESERVE O-5 LINE
MAY	18		22	NJROTC
MAY	18		22	TAR AVIATION OIC

MONTH	DD	- DD	NAME OF BOARD
MAY	26	5 JUN	SEA/COMMAND MASTER CHIEF #2
JUNE	1	12	RESERVE O-4 LINE
JUNE	1	5	ACTIVE CWO 3/4
JUNE	8	17	ACTIVE E-7
JUNE	8	10	MAJOR AIMD
JUNE	15	19	TAR TRANSFER-REDESIGNATION
JUNE	15	19	INTEL COMMANDER SEA
JUNE	22	26	TEST PILOT #2
JUNE	22	10 JUL	RESERVE E-7
JUNE	24	26	RL MAJOR AQU COMMAND SCREEN
JULY	6	10	RESERVE AVIATION O-5 CMD
JULY	13	17	DENTAL CORPS DUINS
JULY	20	24	ACTIVE O-3 LINE
JULY	20	24	RESERVE O-3 LINE
JULY	20	24	APC #2
JULY	27	31	ACTIVE O-3 STAFF
JULY	27	31	JAGC PG SCREEN
JULY	27	31	SUPPLY CORPS PG SCREEN
JULY	27	31	VADM STOCKDALE
SEPTEMBER	8	18	RESERVE O-3/4
SEPTEMBER	8	25	SEAMAN TO ADMIRAL
SEPTEMBER	14	18	MEDICAL SERVICE CORPS DUINS
SEPTEMBER	21	25	O-4 CONTINUATION
SEPTEMBER	21	25	MEDICAL CO/XO
SEPTEMBER	21	25	JAG TAP 9809
SEPTEMBER	21	5	AVIATION COMMAND SCREEN
SEPTEMBER	28	2	RESERVE CWO 3/4

OCTOBER THROUGH DECEMBER BOARD DATES TBD

CRYPTO O-5 COMMAND
ACTIVE O-8 LINE/STAFF
RESERVE O-8 LINE/STAFF
TRANS-REDIGNATION #1
SUB DEPT HEAD SCREEN
SUPPLY CORPS CDR SEA
NAVAIR MAJ ACQ CMD STATE (O-6)
JOINT SPECIALTY OFFICER #1
SURFACE MAJOR COMMAND
CANVASSER/RECRUITER - IRAD
METOC O-5/6
NAVAIR ACQ CMD STATE (O-5)
FEF/POLMIL/A.S. MOREAU/OLMSTEAD
RES MAJOR CMD/TAR O-6 CONT/O-5 SERAD
SEA/COMMAND MASTER CHIEF #1
NJROTC
TAR CDR SERAD
EXECUTIVE TRAINING PROGRAM
REIP
FLEET SUPPORT CO SCREEN
MECP

TEST PILOT #1
ACTIVE O-7 STAFF
RESERVE O-7 STAFF

The NAVY LEADERSHIP CONTINUUM -- UPDATE '98

The 1997 Navy Leader Planning Guide featured an article of special interest--- the Navy Leadership Training Courses. For those of you who missed it, background information follows:

Recognizing a need for continual, career-long progression of leadership education and training, the Navy Leadership Continuum was conceptualized. The cornerstone of this continuum is a series of Leadership Training Courses. Four major themes are the foundation of all the courses: values; responsibility, authority, and accountability of leadership; unity of command, Navy and services; and continuous improvement. The formal leadership training will be periodically reinforced with "booster shots" in warfare/specialty pipeline training, at annual all-hands training, and during developmental/professional assignments. Current education and training programs that include leadership modules are being brought into alignment with the continuum themes to ensure consistency and eliminate redundant or conflicting training.

Students attending Leadership Training Courses (LTCs) are tasked heavily for the full two weeks. Extensive reading and homework is required outside of class hours on a daily basis. Group physical fitness is conducted and daily quarters for muster and personnel inspections are held. Classes run daily from approximately 0715 to 1730.

These courses are challenging and demand total participation; they are not conventional courses of instruction! The courses are designed to make you think and better prepare you for leadership roles. The LTCs provide the tools to help you become a leader who will make a difference.

There are four enlisted training courses: Second Class Petty Officer, First Class Petty Officer, Chief Petty Officer, and the Command Master Chief (CMC)/Chief of the Boat (COB) Course which is integrated into the Senior

Enlisted Academy. All enlisted courses, except for the CMC/COB course, are offered at the Naval Leader Training Units in Coronado, CA and Little Creek, VA as well as training sites in

Bangor, Great Lakes, Groton, Kings Bay, Mayport, Pearl Harbor, Pensacola, Washington, DC, Rota, and Yokosuka. In addition, Mobile Training Teams provide training to commands located more than 50 miles from a resident training site. The FY 98 MTT schedule is published as NAVADMIN 144/97.

Enlisted personnel are required to attend the appropriate Leadership Training Course (LTC) upon selection to PO2, PO1, CPO, and CMC/COB. Successful completion is required prior to recommendation for advancement to the next higher paygrade. Grand-fathering specifics are covered in NAVADMIN 189/97.

The officer courses are Basic Officer (division/branch officer), Intermediate Officer (department head/ Second Aviation Sea Tour), Advanced (XO/aviation department head), and Command (CO/aviation XO). A Limited Duty Officer/Chief Warrant Officer course is provided to newly commissioned officers in Pensacola, FL. The CO and Advanced (XO) courses are single sited at Newport, RI. Other courses are taught within technical

warfare training pipelines and, for those with no pipeline, at the NLTUs.

The Leadership Training Courses have been well-received by the fleet. "I'm extremely pleased and very much confident in the quality of the feedback that we are getting from the fleet about the training continuum," Admiral Johnson, Chief of Naval Operations said in June of this year. The entire leadership curriculum came on-line in June of 1997, having trained 1,550 officers and 8,500 enlisted personnel in a year's time. Now running at full capacity, more than 50,000 Sailors are expected to attend one of the courses annually.

For further information visit CNET's web page at www.cnet.navy.mil. Quota control numbers are listed for your convenience on the next page:

Navy Leadership Training Course Sites
QUOTA CONTROL INFORMATION LISTING

NLTU Little Creek, VA	DSN 864-3119 FAX x4875	COMM	(757) 363-3119
NLTU Det Washington, D.C.	DSN 288-3292 FAX (202)433-2988 (Comm Only)	COMM	(202) 433-3292
NLTU Det Rota, Spain	DSN 727-2496 FAX x2753	COMM	34-56-82-2496
NAVSUBSCOL Groton, CT	DSN 241-3933 FAX x3788	COMM	(860) 449-3933
TRITRAFAC Kings Bay, GA	DSN 573-3452 FAX x3414	COMM	(912) 673-2926 ext 1420
FTC Mayport, FL	DSN 960-5240/5673 FAX x6671	COMM (904)	270-5240/5673
NASC Pensacola, FL	DSN 922-3181 FAX x8732	COMM	(850) 452-3181
NLTU Coronado, CA	DSN 577-3946 FAX x3956	COMM	(619) 437-3946
TRITRAFAC Bangor, WA	DSN 322-2599 FAX x2911	COMM	(360) 315-2599
SSC Great Lakes, IL	DSN 792-4975/6/4732 FAX x6891	COMM	(847) 688-4975/6/4732
STCPAC Pearl Harbor, HI	DSN 471-0777 FAX x0561	COMM	(808) 471-0777
AFTGWESTPAC Yokosuka, JA	DSN 243-7383 FAX DSN 243-6100	COMM	011-81-311-734-7383

Elements of Leadership

Elements of leadership, vital to the effectiveness of a leader, can be classified into five major categories.

- *Values development*

A leader's value system impacts greatly on the effectiveness of an organization. How a leader influences the values development of individuals and the organization will provide the foundation for technical excellence and effective leadership.

- *People skills*

People skills are important because leadership is a relationship that depends on the interaction between a leader and followers. Interpersonal skills are vitally important in the process of inspiring others toward implementing the leader's vision.

- Listening
- Oral communication
- Network building
- Conflict management
- Assessment of self and others

- *Process skills*

Process skills include process management, continuous process improvement, problem solving, decision making, goal setting, and planning. Process skills may also include skills that are considered management skills, such as administrative skills.

- *Professional knowledge*

Professional knowledge involves technical knowledge and operational knowledge of the organization and mission. Leaders must possess extensive information about their functional areas and organization to be successful. The knowledge required for leadership is not always scholarly knowledge, but is based on the training and experience of the leader.

-- Technical expertise often improves a leader's ability to lead the organization. As the Navy becomes more technological, the requirement for leaders to have technical expertise will increase.

-- Knowledge of the organization often has greater importance than formal training and allows a leader to fall back on experience to make sound decisions quickly.

- *Cognitive skills*

Cognitive skill or intelligence is a necessary asset to leaders because they must gather, integrate, and interpret enormous amounts of information. Followers look for their leaders to have the intelligence needed to formulate strategies, solve problems, and make correct decisions. Having the necessary cognitive ability includes having strong analytical ability, good judgment, ability to think strategically, the ability to think multi-dimensionally, and "above-average intelligence" rather than genius. Demands for cognitive ability increase with the increasing level of modern technology.

PERSONNEL ADMINISTRATION REFERENCE INDEX

* SYMBOL DENOTES NAVY PUBLICATION/HANDOUT

CHECK THE ISSUING COMMAND'S 5215 NOTICE
TO BE SURE YOU ARE REFERENCING
THE LATEST EDITION/CHANGE
OF A DIRECTIVE

SUBJECT	REFERENCING MANUAL/DIRECTIVE (INSTRUCTIONS LISTED AS SERIES)	SUBJECT	REFERENCING MANUAL/DIRECTIVE (INSTRUCTIONS LISTED AS SERIES)
"A" SCHOOLS	TRANSMAN	BROADENED OPPORTUNITY FOR	
ABSENTEES	MILPERSMAN	OFFICER SELECTION AND	
Collection Unit Staff	ENLTRANSMAN	TRAINING (BOOST)	OPNAVNOTE 1500
ACADEMY	NAVPERS 15878	BROKEN SERVICE	MILPERSMAN
	CNETINST 1531.3	CAREER COUNSELOR PROGRAM	MILPERSMAN
	OPNAVINST 1531.4	Assignment	ENLTRANSMAN
ACCELERATED ADVANCEMENT	MILPERSMAN	Career Counseling and	
ACCEPTANCE OF GIFTS	SECNAVINST 4001.2	Retention Team Manual	*NAVPERS 15878
ACCREDITATION	CNETINST 1500.15	CAREER REENLISTMENT OBJECTIVES	
ACTIVE DUTY BASE DATE	MILPERSMAN	PROGRAM (CREO)	OPNAVINST 1160.4
ADVANCE PAY	MILPERSMAN	CASUALTIES	
ADVANCED EDUCATION PROGRAM	BUPERSINST 1520.30	Casualty Assistance Calls	
ADVANCED ELECTRONICS FIELD/ ADVANCED TECHNICAL		Program (CACP)	MILPERSMAN
FIELD PROGRAM	MILPERSMAN		NMPCINST 1770.1
ADVANCEMENT IN RATE	BUPERSINST 1430.16	CHANGE IN RATE OR RATING	OPNAVINST 1160.4
Bibliography for Advancement Study	NAVEDTRA 10052		MILPERSMAN
List of Courses	NAVEDTRA 10061	CHOICE OF DUTY REQUESTS	ENLTRANSMAN
Occupational Standards	NAVPERS 18068		*NAVPERS 15980
Recommendation for	MILPERSMAN	CITIZENSHIP	
Rating Entry	OPNAVINST 1430.5	Requirements for initial appointment	
Specific Cycle	BUPERSNOTE 1418	into USN/USNR Verification of date	
After reduction in rate	MILPERSMAN	for Foreign Nationals	MILPERSMAN
AIRCREWMAN PROGRAM	ENLTRANSMAN	CLAIMS	
ALIENS		Personal Property	JAGMAN
Marriage/Naturalization	MILPERSMAN	Hospitalization	VA 21-526F
ALCOHOLISM/ALCOHOL ABUSE	MILPERSMAN	CLASSIFICATION	
	OPNAVINST 5350.4	Enlisted	MILPERSMAN
ALLOTMENTS	MILPERSMAN	Officer	*NAVPERS 15839
ATTACHE DUTY	ENLTRANSMAN	CLEMENCY	SECNAVINST 5815.3
AUTOMOBILES		CLOTHING (Monetary Allowance)	MILPERSMAN
Insurance/Shipment	MILPERSMAN	COAST GUARD APPOINTMENTS	PAYPERSMAN
Registration and Marking	OPNAVINST 5560.10	COLLEGE	MILPERSMAN
AVIATION OFFICER CANDIDATE		Tuition Assistance	*NAVPERS 15878
(AOC) PROGRAM	MILPERSMAN	Scholarship Program	CNETINST 1560.3
AWARDS	MILPERSMAN	COLLEGE DEGREE PROGRAM (Officer)	OPNAVINST 1520.26
	SECNAVINST 1650.1	COMMAND ADVANCEMENT PRGM	BUPERSINST 1520.106
BALLOTS (Absentee)	MILPERSMAN	COMMAND INDOCTRINATION	BUPERSINST 1430.17
BASIC ALLOWANCE FOR QUARTERS	MILPERSMAN	COMMAND SPONSORSHIP	OPNAVINST 5351.1
(BAQ)	PAYPERSMAN	COMMUTED RATIONS (COMRATS)	MILPERSMAN
	DODPM		MILPERSMAN
BASIC ALLOWANCE FOR		COMPARATIVE OCCUPATIONS	DODPM
SUBSISTENCE (BAS)	MILPERSMAN		*NAVPERS 15878
	PAYPERSMAN	CONGRESSIONAL CORRESPONDENCE	MILPERSMAN
	DODPM	CONSCIENTIOUS OBJECTORS	MILPERSMAN
BASIC SKILLS IMPROVEMENT		CONSECUTIVE OVERSEAS TOURS	MILPERSMAN
(Enlisted) Academic Remedial Training		CONSTRUCTIVE SERVICE	MILPERSMAN
(ART) Program	OPNAVINST 1510.11	CONTROLLED RATINGS	OPNAVINST 1430.5
Job Oriented Basic Skills (JOBS) Prgm		CONVERSION IN RATING	MILPERSMAN
Fundamental Skills Program	CNETINST 1560.3	CORRECTIONAL CUSTODY UNITS	SECNAVINST 1640.7
BLOOD PROGRAM	OPNAVINST 6530.4	CORRESPONDENCE MANUAL	SECNAVINST 5215.5
BOARD FOR CORRECTION OF NAVAL		COST OF LIVING ALLOWANCE	
RECORDS	MILPERSMAN	OVERSEAS	MILPERSMAN
BONUS (Reenlistment)	OPNAVINST 1160.6	CREDIT RATING	MILPERSMAN
Entitlement/Recoupment	DODPM	CRUISE BOOKS	OPNAVINST 5070.1
BRIGS	MILPERSMAN	CUSTOMS	MILPERSMAN
	SECNAVINST 1640.9		OPNAVINST 5840.3
			JAGMAN

DATA CARDS (Officer)	MILPERSMAN		ENLISTED CLASSIFICATION AND		
DEATH GRATUITY	MILPERSMAN		OCCUPATION STANDARDS	*NAVPERS	18068
	*NAVPERS	15878	ENLISTED COMMISSIONING PRGM	OPNAVNOTE	1530
DEBTS (Failure to pay)	MILPERSMAN			MILPERSMAN	
DECOMMISSIONING	ENLTRANSMAN		ENLISTED EDUCATION		
DEEP FREEZE (Arctic Expedition)	ENLTRANSMAN		ADVANCEMENT PROGRAM	OPNAVNOTE	1510
DEFENSE ACTIVITY FOR NON-TRADITIONAL EDUCATION			ENLISTED PERFORMANCE	MILPERSMAN	
SUPPORT (DANTES)	CNETINST	1560.3	ENLISTED PRIORITY MANNING	OPNAVINST	1000.16
DEFINITIONS (Military)	JCS	PUB-1	ENLISTED RETENTION PROGRAM	*NAVPERS	15878
DEMONSTRATIONS			ENLISTMENTS	MILPERSMAN	
Participation of Civil Rights / Political	MILPERSMAN		EQUAL OPPORTUNITY/SEXUAL		
DEPENDENCY STATUS FOR WOMEN			HARASSMENT	MILPERSMAN	
Separation Request	MILPERSMAN			SECNAVINST	5350.6
DEPENDENTS/FAMILY MEMBERS			E. O. Manual / CME0	SECNAVINST	5350.10
Annual Certificates	MPP	30226	EVALUATION SYSTEM	OPNAVINST	5354.5
Applications for:				MILPERSMAN	
Allowances	MILPERSMAN			BUPERSINST	1610.10
Command Sponsorship Overseas	MILPERSMAN		EXAMINATIONS		
Cruises	OPNAVINST	5720.2	Classification/ Retake of ASVAB	MILPERSMAN	
ID Cards	MILPERSMAN		EXCEPTIONAL FAMILY MBR (EFM)	SECNAVINST	1754.5
	NMPCINST	1750.3	EXCESS LEAVE	MILPERSMAN	
Scholarships/Schooling	MILPERSMAN		EXCHANGE OF DUTY (Swaps)	ENLTRANSMAN	
	OPNAV	1520.24		*NAVPERS	15980
	NMPCNOTE	1755	EXECUTIVE TRAINING PROGRAM	SECNAVINST	1520.14
Services provided	MILPERSMAN		EXPLOSIVE ORDNANCE DISPOSAL	MILPERSMAN	
Student Travel	MILPERSMAN		EXTENSION OF REENLISTMENT	MILPERSMAN	
Support by Member	MILPERSMAN		FAMILY ADVOCACY PROGRAM	SECNAVINST	1752.3
Travel	NMPCINST	4650.2	FAMILY SEPARATION		
	ENLTRANSMAN		ALLOWANCE (FSA)	PAYPERSMAN	
				DODPM	
DEPENDENTS INDEMNITY			FAMILY SERVICE CENTER		
COMPENSATION	*NAVPERS	15878	(FSC) PROGRAM	OPNAVINST	1754.1
	USC TITLE	38	FEDERAL EXECUTIVE FELLOWSHIPS	OPNAVINST	1500.72
	VA	IS-1	FEDERALLY LEGISLATED EDUCA-		
DECEDENT AFFAIRS	BUMEDINST	5360.22	TIONAL BENEFITS PROGRAM	BUPERSINST	1780.1
	MILPERSMAN		FINANCIAL RESPONSIBILITY OF		
DESERTERS	MILPERSMAN		MEMBERS	MILPERSMAN	
DISABILITY			FIRST AID TRAINING	MILPERSMAN	
Findings and Actions/Pay/Retirement	MILPERSMAN		FITNESS REPORTS	MILPERSMAN	
DISCHARGES (SEE SEPARATIONS)				BUPERSINST	1610.10
DISCRIMINATION COMPLAINTS	OPNAVINST	5354.5	FLEET RESERVE	MILPERSMAN	
ISLOCATION ALLOWANCE (DLA)	MILPERSMAN		FLIGHT PAY	MILPERSMAN	
	ENLTRANSMAN		FLIGHT TRAINING	MILPERSMAN	
DIVING PROGRAM	OPNAVINST	3150.27	FOOD MANAGEMENT TEAM PRGM	ENLTRANSMAN	
Duty	MILPERSMAN		FOREIGN LEAVE TRAVEL	MILPERSMAN	
Pay	MILPERSMAN		FOREIGN SHORE DUTY	MILPERSMAN	
DRUG ABUSE PROGRAM	SECNAVINST	5300.29		ENLTRANSMAN	
Officer	MILPERSMAN		FRATERNIZATION	*NAVPERS	15980
Enlisted	MILPERSMAN		FREEDOM OF INFORMATION ACT	OPNAVINST	5370.2
	OPNAVINST	5350.4	(FOIA)	SECNAVINST	5720.42
	SECNAVINST	5300.29	FROCKING POLICY	MILPERSMAN	
DRUG/ALCOHOL ABUSE PROGRAM	OPNAVINST	5350.4	FULLY FUNDED GRADUATE EDUCATION		
DRUG/ALCOHOL ABUSE COUNSELOR	ENLTRANSMAN	9.2014	PROGRAMS (OFFICERS)	OPNAVNOTE	1520
DRUNK DRIVING	SECNAVINST	5300.29	FUND RAISING	SECNAVINST	5340.2
DUTY			GARNISHMENT OF MILITARY PAY	MILPERSMAN	
ADDU	MILPERSMAN		GENERAL MILITARY TRAINING (GMT)	OPNAVINST	1500.22
Assignment of MCPO, SCPO and CPO	ENLTRANSMAN		GENEVA CONVENTION CARD	MILPERSMAN	
DUIINS	ENLTRANSMAN		GI BILL - Vietnam Era	CNETINST	1560.3
Exchange of	ENLTRANSMAN			*NAVPERS	15878
	*NAVPERS	15980	GI BILL - of 1984	OPNAVINST	1780.3
With relative	ENLTRANSMAN		GIFTS	SECNAVINST	4001.2
Preferences	ENLTRANSMAN		GOOD CONDUCT MEDAL	SECNAVINST	1650.1
	*NAVPERS	15980	Required marks for	MILPERSMAN	
Preference and Personal Information			GRADUATE EDUCATION (OFFICER)	OPNAVINST	1520.23
Card	MILPERSMAN			OPNAVNOTE	1520
Overseas	ENLTRANSMAN		GUARANTEED ASSIGNMENT RETENTION		
	*NAVPERS	15980	DETAILING (GUARD) III PROGRAM	ENLTRANSMAN	
Type Duty Criteria	ENLTRANSMAN			*NAVPERS	15878
EDUCATIONAL PROGRAMS	CNETINST	1560.3	HAZARDOUS DUTY	*NAVPERS	15980
EDVR	NMPCINST	1080.1	Incentive pay for	MILPERSMAN	
EMERGENCY LEAVE	MILPERSMAN		HEALTH AND PHYSICAL READINESS		
EMPLOYMENT (Part time civilian)	MILPERSMAN		PROGRAM	OPNAVINST	6110.1
ENLISTED ADMIN SEPARATION	MILPERSMAN		HEALTH BENEFITS	*NAVPERS	15878
	DOD DIRECTIVE	1332.14	Family Members/Dependents	*NAVPERS	15891
	SECNAVINST	1910.4			

HIGH YEAR TENURE CONTINUATION INFORMATION CARD (OPPIC)	OPNAVINST MILPERSMAN	1160.5	LINK BULLETIN (ENLISTED) LOST TIME	*NAVPERS MILPERSMAN	15980
HOLY DAYS/RELIGIOUS OBSERVANCE HOME	SECNAVNOTE	1730	LTJG PROGRAM LUMP SUM PAYMENTS	SECNAVINST	1412.6
Of record	MILPERSMAN		Leave	MILPERSMAN	
Ports	OPNAVINST	3111.14	MAA DUTY	*NAVPERS	18068
			MAAG DUTY	ENLTRANSMAN	
HOMEOWNERS ASSISTANCE PRGM	SECNAVINST	11101.70	MAIL DIRECTIVES	OPNAVINST	5218.7
HOMEPORT CHANGE	ENLTRANSMAN		MANPOWER AUTHORIZATIONS	OPNAVINST	1000.16
HOMOSEXUALITY	MILPERSMAN		MANAGEMENT INFORMATION SYSTEM (MAPMIS)	*NAVPERS	15642
HONORABLE DISCHARGE	MILPERSMAN		MARRIAGE OUTSIDE CONUS	MILPERSMAN	
HOSPITALIZATION			MASTER CHIEF PETTY OFFICER OF COMMAND/FLEET/FORCE	OPNAVINST	1306.2
Orders	ENLTRANSMAN		MEDALS AND AWARDS	SECNAVINST	1650.1
Sick in Quarters	MILPERSMAN		MEDICAL CARE FOR ELIGIBLE PERSONNEL	*NAVPERS	15878
HOUSEHOLD GOODS	JFTR		MEDICAL ENLISTED COMMISSIONING PROGRAM	NAVMEDCOMINST BUPERSINST	1530.1 1131.2
	*NAVPERS	15891	MEDICAL SERVICE CORPS OFFICER PROGRAM	MILPERSMAN NAVMEDCOMINST	1520.2A
Shipment and Storage	MILPERSMAN		MERCHANT MARINE APPOINTMENTS	MILPERSMAN	
HOUSE HUNTING POLICY	MILPERSMAN		MERITORIOUS MAST	MILPERSMAN	
HOUSING	SECNAVINST	11101.2	MILITARY AFFILIATE RADIO SYSTEM (MARS)	SECNAVINST	2093.1
Allowance			MILITARY APPEARANCE	*NAVPERS	15665
Overseas	MILPERSMAN		MILITARY TRAINING	OPNAVINST	1500.2
Variable (U. S.)	MILPERSMAN SECNAVINST	7220.82	MORALE	MILPERSMAN	
HUMANITARIAN			MORTGAGE INSURANCE	DOD	1338.4
Discharge (Enlisted)	MILPERSMAN		NATO COMMAND DUTY	ENLTRANSMAN	
Duty (Enlisted) (Officer)	ENLTRANSMAN	18	NATURALIZATION	MILPERSMAN	
Leave	OFFTRANSMAN MILPERSMAN		NAVAL ACADEMY PROGRAM	MILPERSMAN	
IDENTIFICATION CARDS				OPNAVINST	1531.4
Family Members/ Dependents	MILPERSMAN BUPERSINST	1750.10	NAVAL CLEMENCY BOARD	MILPERSMAN	1531
Tags	MILPERSMAN		NAVAL FLIGHT OFFICER CANDIDATE PROGRAM	*NAVPERS MILPERSMAN	15878
IMMUNIZATION	NAVMEDCOMINST	6230.3	NAVAL RESERVE PROGRAM	*NAVPERS	15878
			NAVAL RESERVE OFFICERS TRAINING CORPS	MILPERSMAN	
INCENTIVE PAY FOR HAZARDOUS DUTY	PAYPERSMAN MILPERSMAN		NAVY CAMPUS	OPNAVINST	1560.9
INCOMPETENT OR SUBSTANDARD PERFORMANCE			NAVY CORRESPONDENCE (MANUAL)	SECNAVINST	5216.5
	IMPERSMAN		NAVY ENLISTED CLASSIFICATION (NEC)	*NAVPERS	18068E
INDEBTEDNESS	JAGMAN		NAVY EQUAL OPPORTUNITY MANUAL	OPNAVINST	5354.1
Policy	MILPERSMAN		NAVY OFFICER MANPOWER AND PERSONNEL CLASSIFICATION MANUAL	*NAVPERS	15839
INJURY REPORTS	JAGMAN		NAVY RELIEF SOCIETY	MILPERSMAN	
	MILPERSMAN		NAVY TOTAL FORCE MANPOWER POLICY AND PROCEDURES	OPNAVINST	1000.16
IN-SERVICE PROCUREMENT (CWO / LDO)	MILPERSMAN		NEW CONSTRUCTION DUTY	ENLTRANSMAN	
(MEDICAL)	BUPERSINST	1131.1	NO COST TRANSFERS	ENLTRANSMAN	
INSURANCE	BUPERSINST	1131.2	NON COMPLIANCE WITH ORDERS	*NAVPERS	15980
Automobile	MILPERSMAN		NON JUDICIAL PUNISHMENT (NJP)	MCM	XXVI
Government (SGLI)	MILPERSMAN		NON PAYMENTS OF JUST DEBTS	MILPERSMAN	
	VA FORM	29-8286	NOTARY PUBLIC	JAGMAN	2503
Solicitation (Commercial)	SECNAVINST	1740.2	NORMAL SHORE TOUR	ENLTRANSMAN	
Mortgage	DOD	1338.4	NUCLEAR PROGRAM		
INSTRUCTOR DUTY	ENLTRANSMAN		Application for lateral transfer	MILPERSMAN	
INTELLIGENCE CLERKS	ENLTRANSMAN		Nuclear Officers Incentive Pay	SECNAVINST	7220.65
INVESTIGATIONS	JAGMAN	Article 139	Nuclear Power Training Program	ENLTRANSMAN	
INTER-SERVICE TRANSFER (Commissioned Officer)	MILPERSMAN SECNAVINST	1000.7	Nuclear Propulsion Training	MILPERSMAN	
JAG CORPS OFFICER PROGRAM	MILPERSMAN		NUCLEAR WEAPONS RELIABILITY PROGRAM (PRP)	OPNAVINST	5510.1
	*NAVPERS	15878	OATHS	JAGMAN	2502
JOINT STAFF BILLETS	MILPERSMAN		OBESITY	MILPERSMAN	
JURISDICTION			OBLISERV REQUIREMENTS	ENLTRANSMAN	
Non-judicial punishment	MCM	XXVI	OFFICER CANDIDATE SCHOOL (OCS) PROGRAM	OPNAVINST	1120.2
	JAGMAN	0101			
LATERAL CONVERSION	MILPERSMAN				
LAW EDUCATION PROGRAM	SECNAVINST	1520.7			
LEAVE					
Accounting Procedures	SECNAVINST	7220.63			
Other	MILPERSMAN				
LEGAL CHECK-UP PROGRAM	JAGINST	5801.1			
LETTER OF COMMENDATION	MILPERSMAN				
LIBERTY	MILPERSMAN				
LIMITED DUTY ASSIGNMENT (ENL)	MILPERSMAN				
LIMITED DUTY OFFICER PROGRAM	MILPERSMAN SECNAVINST	1120.3			

OCEANOGRAPHY GRADUATE EDUCATION	OPNAVINST	1520.31	RAPE HANDLING	OPNAV	1752.1
	OPNAVINST	1520.32	Investigations	OPNAV	1754.1
OCCUPATIONAL STANDARDS (ENLISTED)	*NAVPER	18068	Victim & Witness Assistance	SECNAV	5520.3
OFF BASE HOUSING DISCRIMINATION	OPNAVINST	5354.1	RATING ENTRY APPROVAL FOR GENERAL APPRENTICES (REGA)	OPNAVINST	1430.5
OFFICER DATA CARD	*NAVPER	15839	RATION RATES	NAVSUPINST	4061.9
OFFICER MANPOWER MANUAL	*NAVPER	15839	RATING ENTRY FOR GENERAL APPRENTICES	OPNAVINST	1430.5
OFFICER TRANSFER MANUAL	*NAVPER	15559	RECORDS		
OFFICER PROMOTIONS			Disposition of	SECNAVINST	5212.5
Promotion to LTJG	SECNAVINST	1412.6	Other	MILPERSMAN	
Selection Boards	SECNAVINST	1420.1	RECOUPMENT OF BONUS	MILPERSMAN	
Special Boards	SECNAVINST	1401.1	RECRUITING DUTY	ENLTRANSMAN	11
Spot Promotions	SECNAVINST	1421.3	REDUCTION IN RATE	MILPERSMAN	
OLMSTED SCHOLARSHIP PROGRAM	SECNAVNOTE	1520	REENLISTMENT		
OMBUDSMAN PROGRAM	OPNAVINST	1750.1	Bonus	PAYPERSMAN	1271
	*NAVPER	15183	Ceremony	MILPERSMAN	
OPEN RATES / SKILLS LIST	OPNAVINST	1160.4	Certificate	*NAVPER	15182
ORDERS	MILPERSMAN		CREO	OPNAVINST	1160.4
Standard Transfer Orders (STO) Enlisted	ENLTRANSMAN		Eligibility Requirements	MILPERSMAN	
OVERSEAS ASSIGNMENTS	ENLTRANSMAN		Guide	ENLTRANSMAN	
	NMPCINST	1720.1	Incentives	*NAVPER	15878
	MILPERSMAN		ENLTRANSMAN		
	*NAVPER	15878	RE-EMPLOYMENT RIGHTS	NMPCINST	1571.1
	*NAVPER	15980		*NAVPER	15878
OVERSEAS DUTY SUPPORT PROGRAM	OPNAVINST	5352.1	RELIGIOUS SERVICES	MILPERSMAN	
OVERSEAS LIVING CONDITIONS; INFO ON	NMPCINST	1720.1		OPNAVINST	1730.1
OVERSEAS TOUR EXTENSION PRGM	OPNAVINST	1306.1		SECNAVNOTE	1730
	ENLTRANSMAN	4.11	REQUESTS FOR TRANSFER AND SPECIAL DUTY	ENLTRANSMAN	
PASSPORTS	MILPERSMAN			MILPERSMAN	
	BUPERSINST	4650.17	RESIGNATION (OFFICER)	MILPERSMAN	
	NMPCINST	4650.2		SECNAVINST	1920.6
PAY AND ALLOWANCES	MILPERSMAN		RESTORATION OF RATE	MILPERSMAN	
	PAYPERSMAN		RETIREMENT	MILPERSMAN	
PAY BRIEFS	*NAVPER	15878	Twilight Tour	ENLTRANSMAN	
PAY ENTRY BASE DATE (PEBD)	MILPERSMAN		ROTATION DATA CARDS	ENLTRANSMAN	
PAY GRADES	MILPERSMAN		SAILOR OF THE YEAR (SOY) PRGM	OPNAVINST	1700.10
PERFORMANCE EVALUATION	BUPERSINST	1610.10	SABBATH OBSERVANCE POLICY	MILPERSMAN	
PERFORMANCE STANDARDS	MILPERSMAN		SAFETY PRECAUTIONS	OPNAVINST	5100.19
TRAVEL ENTITLEMENT	MILPERSMAN		SAFETY PROGRAM	OPNAVINST	5100.8
PERMISSIVE TDY FOR HOUSE HUNTING	MILPERSMAN			OPNAVINST	5100.12
PERSONNEL ADVANCEMENT REQUIREMENTS	NAVEDTRA ADV HANDBOOK			OPNAVINST	5560.10
	MILPERSMAN		SAVINGS BONDS	MILPERSMAN	
PERSONNEL EXCHANGE PROGRAM (PEP)	*NAVPER	15878	SCHOLARSHIPS	SECNAVINST	5120.3
	*NAVPER	15980	Burke	OPNAVINST	1520.18
	OPNAVINST	5700.7	Family Members/Dependents	MILPERSMAN	
	ENLTRANSMAN		Scholarship Program	*NAVPER	15003
PHOTOGRAPHS (OFFICER)	MILPERSMAN			OPNAVINST	1520.24
PHYSICAL FITNESS/READINESS	BUPERSINST	6100.1	SEA DUTY COMMENCEMENT		
	OPNAVINST	6110.1	DATE (SDCD)	ENLTRANSMAN	
	BUMEDINST	6120.20	SEA PAY	MILPERSMAN	
PLACE OF SEPARATION	MILPERSMAN			PAYPERSMAN	
POLITICAL ACTIVITY	MILPERSMAN		SEA/SHORE ROTATION	ENLTRANSMAN	
PREGNANCY STATUS			SECNAVFINN AND DISLOCATION ALLOWANCE	MILPERSMAN	
Management	OPNAVINST	6000.1		ENLTRANSMAN	
Separation Request	MILPERSMAN		SECURITY PROGRAM	DODINST	5200.1
PREFERRED OVERSEAS DUTY	ENLTRANSMAN			SECNAVINST	5521.7
PREPARATORY SCHOOLS			Clearance Requirements	MILPERSMAN	
Naval Academy	OPNAVINST	1531.4	Courses of instruction	ENLTRANSMAN	
BOOST, Military / Air Force Academies	MILPERSMAN		Criteria for personnel in PRP	OPNAVINST	5510.1
PRIVACY ACT	SECNAVINST	5211.5	SELECTIVE CONVERSION AND REENLISTMENT (SCORE) PROGRAM	MILPERSMAN	
PROFESSIONAL GROWTH CRITERIA	OPNAVINST	1160.5		*NAVPER	15878
PROJECTED ROTATION DATE (PRD)	ENLTRANSMAN			*NAVPER	15980
PROGRAM FOR AFLOAT COLLEGE EDUCATION	CNETINST	1560.3	SELECTIVE REENLISTMENT BONUS (SRB)	OPNAVINST	1160.6
	*NAVPER	15878		PAYPERSMAN	
PUBLIC AFFAIRS	SECNAVINST	5720.44		*NAVPER	15878
QUALIFICATIONS QUESTIONNAIRE (OFFICER)	MILPERSMAN		SELECTIVE TRAINING AND REENLISTMENT (STAR) PROGRAM	MILPERSMAN	
QUALITY CONTROL REVIEW BOARD				*NAVPER	15878
Petty Officer	MILPERSMAN			*NAVPER	15980
QUOTAS (SCHOOL)	ENLTRANSMAN				
RACE RELATIONS	DODINST	1322.11			

SEPARATIONS (ENLISTED)				*NAVPERS	15980
Acknowledgement of Service	MILPERSMAN			MILPERSMAN	
Recruits, 'A' Scol, Apprenticeship Trng	BUPERSINST	1900.8		SWIMMING QUALIFICATIONS	
Other	MILPERSMAN			TARGETED "A" SCHOOL PROGRAM	
Preseparation Processing	ENLTRANSMAN			(TASP) TAR PROGRAM	
Separation Leave	MILPERSMAN			MILPERSMAN	
Types of Discharge	MILPERSMAN			ENLTRANSMAN	
SEPARATIONS (OFFICER)				TAXES, LIABILITY	5840.8
Acknowledge of service	MILPERSMAN			TEMPORARY DUTY TRAVEL	
Other	MILPERSMAN			ENTITLEMENT	
				MILPERSMAN	
SERVICE RECORDS (SEE RECORDS)				TRANSFER OF AN OFFICER FOR	
SERVICE SCHOOLS	ENLTRANSMAN			MEDICAL TREATMENT	
	BUMEDINST	1510.19		TRANSFER / REDESIGNATION	
				MILPERSMAN	
SERVICEMAN'S GROUP LIFE	MILPERSMAN			Lateral Transfer	
INSURANCE (SGLI)	MILPERSMAN			LDO and CWO Redesignation within	
SEVERANCE PAY	MILPERSMAN			own community	
SEXUAL HARASSMENT	OPNAVINST	5300.9		Permanent and Temporary	
	SECNAVINST	5300.26		LDO Redesignation	
				MILPERSMAN	
SHORE TOURS	ENLTRANSMAN			TRANSITION ASST MGMT	
SHORE PATROL	MILPERSMAN			PRGM (TAMP)	OPNAVINST 1900.2
	ENLTRANSMAN			TRANSLATIONS	NAVINTINST 5000.4
				TRANSPORTATION	
SIGNATURES				Emergency leave travel	MILPERSMAN
Discharge certification / separation				Mode of in execution of orders	MILPERSMAN
orders/ Identification cards/Service				Travel and Foreign Leave	BUPERSINST 1050.11
records	MILPERSMAN			Passenger travel	NMPCINST 4650.2
Officer Fitness Reports	BUPERSINST	1610.10		TRUTH IN LENDING ACT	
SINGLE PARENT POLICY	OPNAV	1740.4		Credit Disclosure Requirements	MILPERSMAN
	NAVPERS	1555.3		TUITION ASSISTANCE	CNETINST 1560.3
				TWILIGHT TOURS	
SOCIAL SECURITY SYSTEM				Last 2 or 3 of 30	ENLTRANSMAN
Coverage	MILPERSMAN				MILPERSMAN
	*NAVPERS	15878		UDT, SEAL AND EOD DUTY	ENLTRANSMAN
	VA FACT SHEET	IS 1			MILPERSMAN
Military Personnel ID Number (SSN)	MILPERSMAN			UNIFORM CODE OF MILITARY JUSTICE	
SOLE SURVIVING SON/DAUGHTER	MILPERSMAN			Explanation of certain provisions	MILPERSMAN
SOLICITATIONS				UNIFORMED SERVICES HEALTH	
Commercial	MILPERSMAN			BENEFITS	*NAVPERS 15878
SPONSOR PROGRAM	OPNAVINST	1750.1			*NAVPERS 15891
SPOUSE				UNIFORMED SERVICES UNIVERSITY	
Duty with	MILPERSMAN			OF THE HEALTH SCIENCES	SECNAVINST 1500.8
	ENLTRANSMAN			UNIFORMS; WEARING OF	*NAVPERS 15665
					OPNAVINST 1020.4
STANDARD TRANSFER ORDERS (STO)	ENLTRANSMAN			UNPLANNED LOSS REPORT (UPLR)	ENLTRANSMAN
STANDARDS OF CONDUCT/ETHICS	OPNAVINST	5370.2		UNRESTRICTED LINE OFFICER CAREER	
STANDARDS OF FAIRNESS	MILPERSMAN			PLANNING GUIDE BOOK	*NAVPERS 15197
STATEMENT OF SERVICE	MILPERSMAN			URINALYSIS PROGRAM	OPNAVINST 5350.4
STRIKERS (IDENTIFICATION OF)	MILPERSMAN			URBAN RENEWAL	
STUDENT DEPENDENT TRAVEL	MILPERSMAN			Request by military personnel for	SECNAVINST 3020.4
SUBMARINE DUTY	ENLTRANSMAN			VARIABLE HOUSING ALLOWANCE	
	MILPERSMAN			(VHA)	MILPERSMAN
SUBMARINE PAY	SECNAVINST	7220.80			OPNAVINST 7220.82
				VERIFICATION OF SERVICE RECORD	MILPERSMAN
SUBSPECIALTY (OFFICER)	OPNAVINST	1000.16		VOLUNTARY EDUCATION PROGRAMS	CNETINST 1560.3
	MILPERSMAN			VOTING	MILPERSMAN
	*NAVPERS	15839		WAR COLLEGES	MILPERSMAN
SURFACE WARFARE OFFICER (SWO)				WARRANT OFFICER PROGRAM	BUPERSINST 1131.1
Designation and Requirements	OPNAVINST	1412.2			MILPERSMAN
Requirements for Command	OPNAVINST	1412.3			*NAVPERS 15878
SURVIVAL TRAINING	MILPERSMAN				*NAVPERS 15980
	MILPERSMAN			WOMEN (ENLISTED)	ENLTRANSMAN
SURVIVORS' BENEFITS	*NAVPERS	15878		Assignment of	SECNAVINST 1300.12
SUSPENDED SENTENCES	JAGMAN			WIVES' ORGANIZATIONS	MILPERSMAN
SWAPS	ENLTRANSMAN				

MISCELLANEOUS INDEX

BUPERS ACCESS

BUPERS ACCESS allows computerized access to information on topics such as: advancement results, order status, status of various packages submitted to BUPERS for approval, career related NAVADMIN msgs, schedule of detailer trips and much, much more!

Toll-Free in CONUS, AK, HI, PR: 1-800-346-0217/1-800-762-8567

DSN: 225-6900

224-3174

Comm 703-614-3174

703-695-6900

Voice line for BUPERS access tech support: DSN: 223-6942

Comm 703-693-6942

BUPERS HOMEPAGE

DSN 225-5895

www.bupers.navy.mil

CHILD ABUSE HOTLINE

1-800-336-4592

COMMUNITY SERVICE PROGRAM (Navy)

(Pers-603)

DSN 223-3311

703-693-3311

EQUAL OPPORTUNITY/SEXUAL HARASSMENT ADVICE LINE

(Navy)

1-800-253-0931

DSN 224-2735

(Overseas May call collect)

Comm (703) 614-2735

FLEET RESERVE ASSOCIATION (FRA)

125 N. West Street
Alexandria, VA 22314

1-800-372-1924

FRAUD, WASTE AND ABUSE REPORTING HOTLINE

(Navy IG)

1-800-522-3551

DSN 288-6743

Comm (202) 433-6743

LOCATOR SERVICE (Navy World Wide)

Bureau of Naval Personnel
Pers-324D
2 Navy Annex
Washington, DC 20370-3240

703-614-5011

MICROFICHE, OFFICER/ENLISTED SUMMARY RECORDS

Bureau of Naval Personnel
Pers-313
2 Navy Annex
Washington, DC 20370-3130

Comm fax 703-614-8882

DSN fax 224-8882

NATIONAL ASSOCIATION FOR UNIFORMED SERVICES

5535 Hempstead Way
Springfield, VA 22151

703-750-1342

NAVAL ENLISTED RESERVE ASSOCIATION(NERA)

6703 Farragut Ave.
Falls Church, VA 22042

1-800-776-9020
703-534-1329

NAVAL RESERVE ASSOCIATION

1619 King St.
Alexandria, VA 22003

703-548-5800

NAVY LODGE (24 hours a day, 7 days a week)

1-800-628-9466

NAVY-MARINE CORPS RELIEF SOCIETY

801 N. Randolph Street, Suite 1228
Arlington, VA 22203

703-696-4904

NETPDTC Bulletin Board

DSN 922-1402

NON-COMMISSIONED OFFICERS ASSOCIATION (NCOA)

NCOA National Capital Officer
225 N. Washington St
Alexandria, VA 22314

1-800-456-5783/4
1-800-662-2620

PAY

Director, Defense Finance and Accounting Service
1240 East 9th St., Cleveland, OH 44199-2055
Active
Reserve Customers
Retired

DSN 580-5637
1-800-346-3374
1-800-321-1080

PERSONNEL RECORDS

(Active and Reserve)

Bureau of Naval Personnel
Department of the Navy
Attn Pers-313C/REC
2 Navy Annex
Washington, DC 20370-3130

703-614-2983

(Discharged, Deceased, Retired:)

Military Personnel Records
National Personnel Records Center
9700 Page Blvd
St. Louis, MO 63132

314-38-4141/3135/3071

PENTAGON, DIRECTORY ASSISTANCE

DSN 227-0101
703-545-6700

SALTS (Streamlined Automated Logistics Transmission System) 442-5934/3645

UNIFORM SUPPORT CENTER

1545 Crossways Blvd.
Suite 200
Chesapeake, VA 23320

(CONUS)
(Overseas)
(AK/HI/PR)
(Local VA)

1-800-368-4088
DSN 680-8586
1-800-368-4089
804-420-7348

U.S. NAVAL INSTITUTE

1-800-233-8764

USO-GRAM PROGRAM (e:mail to the fleet)

703-934-8130

WIFELINE ASSOCIATION (Navy)

Building 172, Washington Navy Yard
Washington, DC 20374

202-433-2333
DSN 288-2333

VOTING ASSISTANCE INFORMATION

DOD Voting Information Center (VIC)
(24 hour recorded service information)

DSN 223-6500
202-693-6500

LOCAL NUMBERS:

Quarterdeck

Command Master Chief

Department Head

Division Officer

Leading Chief Petty Officer

Leading Petty Officer

Admin/Personnel Office

Cmd Managed Equal Opportunity

Cmd DAPA

Medical

Dental

Safety

Legal

_____ Dept.

_____ Dept.

_____ Dept.

_____ Dept.



1998 NLPG Feedback Questionnaire

Feedback is necessary to ensure continuous improvement and the future existence of this publication. Please complete the following questions, feel free to add comments. Fold the questionnaire and apply a small piece of tape to seal. Do NOT use your own personal postage, your Postal Clerk or Administrative Office may affix official postage or metered mailing strip.

1. What type of command/unit are you assigned to (i.e., destroyer, submarine, aviation squadron, naval hospital, special unit, etc.)?

2. What is your title/position within your command (i.e. Division Officer, Leading Petty Officer, Executive Officer, Shop Supervisor, etc.)?

3. What is your rating/rank? _____

4. How useful is the NLPG to you in your leadership role?
(On a scale from 1 to 10, 10 being most useful)? _____

Please list recommendations for improvement and/or comments:

Optional Information:

Name _____

Command Address _____

DSN/Email /internet _____

Fold and tape to seal

DEPARTMENT OF THE NAVY
CHIEF OF NAVAL EDUCATION AND TRAINING
ATTN LEAD1125/NLPG EDITOR
250 DALLAS ST
PENSACOLA, FL 32508-5220

PLACE
OFFICIAL
POSTAGE+/
OR
METER STRIP

OFFICIAL BUSINESS

CHIEF OF NAVAL EDUCATION AND TRAINING
ATTN EDITOR NLPG CODE LEAD1125
250 DALLAS STREET
PENSACOLA FL 32508-5220

FOLD ALONG DOTTED LINE